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Executive Board

Compendium of decisions adopted by the Executive Board in 2008

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First regular session

2008/1
UNICEF Child Protection Strategy

The Executive Board

1. *Recognizes* the important work of UNICEF in the field of child protection, and notes the work done on the draft "UNICEF Child Protection Strategy" (E/ICEF/2008/5);

2. *Acknowledges* the need for further consultations and to take into account the views of Member States in order to finalize the Draft Strategy for consideration by the Executive Board, at the latest by the second regular session of 2008.

First regular session
1 February 2008

2008/2
Biennial support budget for 2008-2009

The Executive Board,

1. *Takes note* of the functions, management results, indicators and resource requirements in the report on the biennial support budget as contained in document E/ICEF/2008/AB/L.1;

2. *Approves* gross resources in the amount of $912.8 million representing the total biennial support budget for 2008-2009 and *notes* that the income estimates of $223 million shall be used to offset the gross appropriation, resulting in estimated "net" appropriation of $689.8 million;

3. *Resolves* that the appropriated amount be used to achieve the results specified in the functions as presented in document E/ICEF/2008/AB/L.1;

4. *Requests* UNICEF to exercise utmost restraint in implementing its proposal for upward reclassifications, with clear justifications in line with International Civil Service Commission standards;

5. *Requests* the Executive Director to include in future budget submissions an annex on budget estimates by cost category for major objects of expenditure, with information on cost efficiencies achieved against targets and indicators therein, and to report on the estimates and efficiency targets in the annual financial reporting;

6. *Notes* the progressive decrease of biennial support budget as a proportion of resources and encourages UNICEF to continue to exercise scrutiny of management costs so as to ensure an even higher allocation of funds for programmes, and further encourages UNICEF to continue its efforts to bring greater efficiency to its operations;

7. *Requests* the Executive Director, taking into account the views of Member States and in close cooperation with other UN funds and programmes, to continue to harmonise and improve the methodology of results-based budgeting, and requests a briefing, at the second regular session of 2008, on steps taken and

progress achieved on budget-related issues, including issues related to indicators, targets and cost classifications of items in results-based budgets;

8. *Reaffirms* decision 2006/7 on UNICEF Cost Recovery and *requests* the Executive Director to take all necessary measures to ensure that regular resources do not subsidize projects funded by other resources;

9. *Approves* the amount of $26.2 million from regular resources for covering the United Nations mandated centrally-shared security costs;

10. *Requests* the Executive Director to present the 2010-2011 biennial support budget for Executive Board approval at the second regular session of 2009.

First regular session
1 February 2008

2008/3
Private Fundraising and Partnerships: 2008 workplan and budget for private fundraising

The Executive Board

1. *Approves* for the fiscal year 1 January to 31 December 2008 budgeted expenditures of $124.3 million as detailed below and summarized in column II of table 7 to document E/ICEF/2008/AB/L.3:

(In millions of United States dollars)

Commissions — field offices	1.7
Cost of goods delivered	33.4
Fundraising, National Committee Relations and Communication	42.2
Support services expenditure	25.6
Investment funds	21.4
Total expenditures, consolidated	**124.3**

2. *Authorizes* UNICEF:

To incur expenditures as summarized in column II of table 7 to document E/ICEF/2008/AB/L.3 and to increase expenditures up to the level indicated in column III of the same table should the apparent proceeds from fundraising and/or card and gift sales increase to the levels indicated in column III, and accordingly, to reduce expenditures below the level indicated in column II to the extent necessary, should the net proceeds decrease;

To redeploy resources between the various budget lines (as detailed in paragraph 1 above) up to a maximum of 10 per cent of the amounts approved;

To spend an additional amount between Executive Board sessions, when necessary, up to the amount caused by currency fluctuations, to implement the 2008 approved workplan.

A. Budgeted income for the 2008 season

The Executive Board

Notes that for the period 1 January to 31 December 2008, Private Fundraising and Partnerships net proceeds are budgeted at $519.6 million (regular resources) as shown in column II of table 7 in document E/ICEF/2008/AB/L.3.

B. Policy issues

The Executive Board

1. *Renews* investment funds with $21.4 million established for 2008;

2. *Authorizes* UNICEF to incur expenditures in the 2008 fiscal period related to the cost of goods delivered (production/purchase of raw materials, cards and other products) for the 2009 fiscal year up to $34.1 million as indicated in the Private Fundraising and Partnerships medium-term fundraising plan (see table 6 of document E/ICEF/2008/AB/L.3).

3. *Approves* an interim one-month allocation for January 2009 in the amount of $11.0 million, to be absorbed in the annual Private Fundraising and Partnerships budget for 2009.

C. Medium-term plan

The Executive Board

Approves the Private Fundraising and Partnerships medium-term fundraising plan as reflected in table 6 to document E/ICEF/2008/AB/L.3.

First regular session
1 February 2008

2008/4
UNICEF evaluation policy

The Executive Board

1. *Welcomes* the establishment of the evaluation policy contained in document E/ICEF/2008/4 as an important step towards creating a common institutional basis for further improving accountability, transparency, and programmatic effectiveness;

2. *Calls on* UNICEF to continue to conduct evaluations of operations at the country level in close consultation with national Governments and to assist Governments in the development of national evaluation capacities;

3. *Approves* the UNICEF Evaluation Policy as presented in document E/ICEF/2008/4, and *notes* that the mandate of the evaluation function is to evaluate the effectiveness and efficiency of UNICEF programmes and results;

4. *Resolves* that the Executive Board provide oversight to the evaluation function;

5. *Requests* the evaluation office to:

(a) Submit a biennial workplan to the Executive Board for information, while bearing in mind the importance of clear linkages between its programme of work and UNICEF's strategic frameworks;

(b) Report annually to the Executive Board on the evaluation function and evaluation findings and recommendations;

6. *Requests* the Executive Director to:

(a) Safeguard the integrity and independence of the evaluation function;

(b) Ensure that the process of appointment of the director of evaluation is done in a fully transparent manner;

(c) Provide adequate resources at global, regional and country levels for evaluation;

(d) Ensure the preparation and availability of management responses for all evaluation reports;

(e) Ensure that evaluation findings and recommendations are systematically incorporated into all relevant policy and strategic documents, including country programme documents;

7. *Requests* the Executive Director to submit a review of the "Evaluation Policy" (E/ICEF/2008/4), at the second regular session in 2009.

First regular session
1 February 2008

2008/5
Recommendation for additional regular resources for approved country programmes

The Executive Board

Approves a total of $42.7 million in regular resources for 2008 to fund the approved country programmes of 14 countries, as shown in the table in document E/ICEF/2008/P/L.2, whose regular resources planning levels, based on the modified allocation system and estimated global levels of regular resources for country programmes, are higher than the balance of approved funds for these countries.

Additional regular resources (RR) for 2008

(In United States dollars)

Region/country	*Document E/ICEF/*	*Approved programme duration*	*2008 Planning level*	*2008 RR balance*	*Additional RR to be approved*
West and Central Africa			***(A)***	***(B)***	***(A minus B)***
Benin	2003/P/L.5/Rev.1	2004-2008	5 135 000	4 234 000	901 000
Chad	2005/P/L.32/Rev.1	2006-2010	9 587 000	7 007 799	2 579 202
Côte d'Ivoire	2007/P/L.10	2008	6 920 000	4 903 000	2 017 000
Congo	2003/P/L.6/Rev.1	2004-2008	1 252 000	1 183 000	69 001
Niger	2007/P/L.11	2008	18 816 000	14 354 000	4 462 000
Nigeria	2007/P/L.12	2008	42 489 000	29 303 000	13 186 000

Region/country	*Document E/ICEF/*	*Approved programme duration*	*2008 Planning level*	*2008 RR balance*	*Additional RR to be approved*
Eastern and Southern Africa					
Burundi	2007/P/L.4/Rev.1	2008	8 675 000	6 973 000	1 702 000
Kenya	2003/P/L.2/Rev.1	2004-2008	9 171 000	6 324 999	2 846 001
Mozambique	2006/P/L.4/Rev.1	2007-2009	13 341 000	11 413 000	1 928 000
Uganda	2005/P/L.2/Rev.1	2006-2010	18 965 000	16 498 348	2 466 653
Middle East and North Africa					
Sudan	2007/P/L.27	2008	8 452 000	7 649 000	803 000
Central and Eastern Europe and Commonwealth of Independent States					
Uzbekistan	2004/P/L.20/Rev.1	2005-2009	2 990 000	2 600 000	390 001
South Asia					
Afghanistan	2005/P/L.36/Rev.1	2006-2008	33 521 000	26 257 000	7 264 001
Pakistan	2003/P/L.12/Rev.1	2004-2008	15 935 000	13 857 000	2 078 001
Total					**42 691 860**

First regular session
1 February 2008

2008/6
Recommendation for approval of additional other resources for approved country programmes

The Executive Board

Approves a total of $246,100,000 in other resources for approved country programmes for the 13 countries listed in the table of document E/ICEF/2008/P/L.3 below for the remaining periods of these programmes, subject to the availability of other resources contributions.

Additional other resources for approved country programmes

(In United States dollars)

Region/country	*Document E/ICEF/*	*Approved programme duration*	*Approved OR ceiling*	*Additional OR to be approved*	*Total OR ceiling*
			(A)	***(B)***	***(A+B)***
West and Central Africa					
Central Africa Republic	2006/P/L.39/Rev.1	2007-2011	15 000 000	15 000 000	30 000 000
Congo	2003/P/L.6/Rev.1	2004-2008	12 000 000	8 000 000	20 000 000
Mauritania	2002/P/L.7/Add.1	2003-2008	15 000 000	3 000 000	18 000 000
Subtotal				**26 000 000**	
Eastern and Southern Africa					
Angola	2003/P/L.1/Rev.1	2005-2008	95 000 000	45 000 000	140 000 000
Mozambique	2006/P/L.4/Rev.1	2007-2009	66 000 000	20 000 000	86 000 000

Region/country	*Document E/ICEF/*	*Approved programme duration*	*Approved OR ceiling*	*Additional OR to be approved*	*Total OR ceiling*
Uganda	2005/P/L.2/Rev.1	2006-2010	40 000 000	10 000 000	50 000 000
Subtotal				**75 000 000**	
Middle East and North Africa					
Islamic Republic of Iran	2004/P/L.21/Rev.1	2005-2009	6 500 000	2 500 000	9 000 000
Subtotal				**2 500 000**	
Central and Eastern Europe and Commonwealth of Independent States					
Kyrgyzstan	2004/P/L.14/Rev.1	2005-2010	3 000 000	3 000 000	6 000 000
Subtotal				**3 000 000**	
Americas and the Caribbean					
Argentina	2004/P/L.6/Rev.1	2005-2009	12 700 000	3 300 000	16 000 000
Ecuador	2003/P/L.9/Rev.1	2004-2008	10 000 000	3 000 000	13 000 000
Uruguay	2004/P/L.6/Rev.1	2005-2009	2 800 000	1 300 000	4 100 000
Subtotal				**7 600 000**	
South Asia					
Afghanistan	2005/P/L.36/Rev.1	2006-2008	126 000 000	42 000 000	168 000 000
Pakistan	2003/P/L.12/Rev.1	2004-2008	65 000 000	90 000 000	155 000 000
Subtotal				**132 000 000**	
Total				**109 800 000**	

First regular session
1 February 2008

2008/7
Intercountry programmes

Decision 1
Regular resources programme budget estimates for the 2008-2009 biennium

The Executive Board

Decides:

(a) That a regular resources programme budget of $28,750,000 (other than the Emergency Programme Fund) is approved for 2008-2009 as per the following details and as reflected in the document E/ICEF/2008/P/L.1 and Corr.1:

(In thousands of United States dollars)

Headquarters Offices	
Human Resour .es	—
Communication	5 700
Policy and Practice	3 650
Office of Emergency Programmes	1 050
Evaluation Office	1 900
Private Fundraising and Partnerships (Geneva and NY)	600
Public Alliances and Resource Mobilization Office (NY, Brussels, Tokyo)	100
Executive Office	600
Programme	4 100
Office of Research	1 200
Supply	1 000
Subtotal	**19 900**
Regional offices	
Eastern and Southern Africa	1 500
West and Central Africa	1 500
Americas and the Caribbean	950
East Asia and the Pacific	1 500
South Asia	950
Central and Eastern Europe and the Commonwealth of Independent States	1 500
Middle East and North Africa	950
Subtotal	**8 850**
Total	**28 750**

(b) That UNICEF is authorized to administer the funds in the most efficient manner under the provision for each of the funds. UNICEF may, without further authorization from the Executive Board, transfer, if necessary, between the programme fields an amount not exceeding 10 per cent of the approved budget of the fund to which the transfer is made.

Decision 2
Other resources-funded programme budget estimates for the 2008-2009 biennium

1. It is recommended that the Executive Board adopt the following draft decision on other resources-funded programme budget estimates for the 2008-2009 biennium for programme activities at headquarters and regional offices and for intercountry programmes:

The Executive Board

Decides:

(a) That a programme budget ceiling of $456,826,000 for other resources is approved for the 2008-2009 biennium, subject to the availability of specific-purpose contributions, as follows:

(In thousands of United States dollars)

Headquarters	134 200
Regional offices	162 626
Intercountry programmes	160 000
Total	**456 826**

(b) That for the biennium 2008-2009, a total recommendation of $456,826,000 for other resources funding is approved. If necessary, funds in excess of indicated amounts for specific programme areas and regions can be received provided that the total amount of funds received is within the approved limit.

First regular session
1 February 2008

Annual session

2008/8
Draft country programme documents
(documents E/ICEF/2008/P/L.4-E/ICEF/2008/P/L.12 and Corr.1)

The Executive Board

Approves the aggregate indicative budget for the following country programmes of cooperation:

Region/country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2008/*
West and Central Africa				
Benin	2009-2013	23 107 500	36 900 000	P/L.4 & Corr.1
Republic of Congo	2009-2013	5 634 000	25 000 000	P/L.5
Niger	2009-2013	84 672 000	80 000 000	P/L.6
Nigeria	2009-2012	152 960 400	302 690 000	P/L.7 & Corr.1
The Americas and the Caribbean				
Ecuador	2009	690 300	5 000 000	P/L.8
Guatemala	2009	801 900	4 619 500	P/L.9 & Corr.1
South Asia				
Afghanistan	2009	30 168 900	60 884 000	P/L.10 & Corr.1
Pakistan	2009-2010	28 683 000	86 700 000	P/L.11

Region/country	Period	Regular resources	Other resources	Document E/ICEF/2008/
Middle East and North Africa				
Sudan	2009-2012	30 427 000	240 000 000	P/L.12 & Corr.1

Annual session
5 June 2008

2008/9
Recommendation for approval of additional other resources for approved country programmes

The Executive Board

Approves a total of $251,230,000 in other resources for approved country programmes for the 27 countries listed in the table below (document E/ICEF/2008/P/L.13) for the remaining periods of these programmes, subject to the availability of other resources contributions.

Proposed increases to other resources (OR) ceilings for approved country programmes for 2008
(In United States dollars)

Region/Country	Document E/ICEF/	Programme duration	Approved OR ceiling	OR allotments to date	Additional OR to be approved	Total OR ceiling
Eastern and Southern Africa			*(A)*		*(B)*	*(A+B)*
Botswana	2007/P/L.40	2008-2009	4 000 000	3 188 870	2 000 000	6 000 000
Burundi	2007/P/L.4	2008-2008	7 930 000	8 975 500	6 570 000	14 500 000
Namibia	2005/P/L.1 and Corr.1	2006-2010	21 665 000	7 241 000	6 000 000	27 665 000
Somalia	2007/P/L.39	2008-2009	48 000 000	29 035 760	12 000 000	60 000 000
Swaziland	2005/P/L.30 and Corr.1	2006-2010	21 250 000	17 908 730	15 000 000	36 250 000
West and Central Africa						
Burkina Faso	2005/P/L.3	2006-2010	40 500 000	17 915 240	20 000 000	60 500 000
Côte d'Ivoire	2007/P/L.10	2008	15 000 000	17 260 500	14 000 000	29 000 000
Gabon	2006/P/L.8	2007-2011	4 160 000	1 826 750	5 050 000	9 210 000
Mauritania	2002/P/L.7	2003-2008	18 000 000	15 145 450	3 000 000	21 000 000
Nigeria	2007/P/L.12	2008	49 000 000	53 385 430	17 500 000	66 500 000
The Americas and the Caribbean						
Haiti	2007/P/L.50	2008	12 200 000	10 077 000	4 950 000	17 150 000
Honduras	2006/P/L.47	2007-2011	9 745 000	4 949 660	14 000 000	23 745 000
Venezuela (Bolivarian Rep. of)	2007/P/L.48	2008	1 890 000	2 411 320	1 900 000	3 790 000
Central and Eastern Europe and the Commonwealth of Independent States						
Albania	2005/P/L.13	2006-2010	12 000 000	10 181 580	4 500 000	16 500 000
Armenia	2004/P/L.10	2005-2009	5 069 000	4 190 385	1 000 000	6 069 000

Region/Country	*Document E/ICEF/*	*Programme duration*	*Approved OR ceiling*	*OR allotments to date*	*Additional OR to be approved*	*Total OR ceiling*
Bosnia and Herzegovina	2004/P/L.12/ Rev.1	2005-2008	13 000 000	10 312 170	2 000 000	15 000 000
Georgia	2005/P/L.16	2006-2010	6 000 000	5 788 774	4 000 000	10 000 000
Montenegro	2006/P/L.60	2007-2009	2 000 000	1 176 400	1 000 000	3 000 000
Romania	2004/P/L.15	2005-2009	11 615 000	8 634 700	3 385 000	15 000 000
Turkey	2005/P/L.18	2006-2010	25 000 000	15 891 170	15 000 000	40 000 000
East Asia and Pacific						
Cambodia	2005/P/L.7	2006-2010	68 970 000	60 406 340	4 940 000	73 910 000
China	2005 P/L.8	2006-2010	40 000 000	31 294 590	42 000 000	82 000 000
Myanmar	2005/P/L.9	2006-2010	65 000 000	58 162 500	28 000 000	93 000 000
Timor-Leste	2007/P/L.18	2008	10 000 000	9 856 650	11 000 000	21 000 000
South Asia					85 940 000	
Maldives	2007/P/L.21	2008-2010	3 000 000	785 853	1 784 000	4 784 000
Middle East and North Africa						
Iran (Islamic Rep. of)	2004/P/L.21	2005-2009	9 000 000	9 158 000	4 780 000	13 780 000
Morocco	2006/P/L.21	2007-2011	11 000 000	9 415 623	5 871 000	16 871 000
Total increase					**251 230 000**	

Annual session
5 June 2008

2008/10
Evaluation of gender policy implementation in UNICEF: planned follow-up action

The Executive Board

1. *Reaffirms* gender equality as one of the cross-cutting strategies of the medium-term strategic plan (MTSP) of UNICEF;

2. *Recognizes* the importance of periodic evaluations of the implementation of policies related to gender equality, one of the cross-cutting strategies of the MTSP, in order to improve performance in this area;

3. *Expresses* concern about the shortcomings identified in the evaluation report;

4. *Requests* UNICEF to present to the Executive Board at its first regular session of 2009 a management response to all recommendations of the Evaluation of gender policy implementation in UNICEF, including actions and timeframes for completion;

5. *Further requests* UNICEF to ensure and track timely implementation of the evaluation recommendations in accordance with the management response, and to develop a tracking and monitoring framework to measure progress in implementation;

6. *Requests* UNICEF to track and monitor both allocations and expenditures for gender equality results, as part of its results-based management approach;

7. *Requests* that the annual report of the Executive Director includes reporting on progress in achieving gender equality results, particularly at the outcome and impact levels, as an integral element.

Annual session
5 June 2008

2008/11
Annual report of the Executive Director

The Executive Board

1. *Takes note* of the "Annual Report of the Executive Director: progress and achievements against the medium-term strategic plan" (MTSP) (E/ICEF/2008/10);

2. *Welcomes* the continued progress made by UNICEF in strengthening strategic focus and partnerships to support accelerated national and international efforts to achieve the Millennium Development Goals and other national and internationally agreed goals for the well-being of children;

3. *Recognizes* that many countries still face challenges in the five focus areas, and in this regard urges UNICEF to continue to strengthen its support to these countries, in particular in developing national capacities, with a view to tackling the remaining challenges;

4. *Appreciates* the overview provided by the annual report of outcomes and results of activities undertaken by UNICEF and its partners in the five focus areas of the MTSP and further *takes note* of the accompanying data companion that provides detailed, updated information on key trends and indicators; and *requests* that this report be presented with the subsequent annual reports of the Executive Director;

5. *Stresses* the importance of the annual report as a key part of UNICEF reporting to the Executive Board on results and outcomes in the implementation of the MTSP, and looks forward to the report at the second regular session of 2008 on the midterm review;

6. *Requests* UNICEF to give high priority in the annual report to providing information and analysis on key challenges in achieving results in each focus area to support acceleration in progress towards critical goals and targets for children, especially in the countries facing the greatest challenges in achieving the goals and targets;

7. *Calls on* UNICEF to continue to improve performance across the Management Performance indicators and *urges* UNICEF to improve the proportion of recruitment of regular and emergency posts completed within 90 days;

8. *Welcomes* the 10 initiatives aimed at improving organizational effectiveness and *requests* UNICEF to provide a conference room paper on the implications and impact of the ongoing 10 initiatives on improving organizational performance at the first regular session of 2009.

Annual session
5 June 2008

2008/12
The UNICEF child protection strategy in support of the medium-term strategic plan

The Executive Board

1. *Reaffirms* the medium-term strategic plan (MTSP) as the guiding framework for all areas of UNICEF programming;

2. *Endorses* the "UNICEF Child Protection Strategy" (E/ICEF/2008/5/Rev.1) as the UNICEF support strategy document for programmes and actions in support of child protection, developed for the implementation of the MTSP;

3. *Requests* the Executive Director to ensure that UNICEF increases its efforts to further develop national capacities to improve outcomes related to child protection, as outlined in this support strategy for the MTSP.

Annual session
5 June 2008

Second regular session

2008/13
Proposed programme of work for Executive Board sessions in 2009

The Executive Board

Decides to adopt the proposed programme of work for Executive Board sessions in 2009, subject to revisions as appropriate in the course of the year.

Second regular session
18 September 2008

2008/14
Midterm review of the medium-term strategic plan 2006-2009

The Executive Board

1. *Welcomes* the report on the midterm review of the medium-term strategic plan (MTSP) 2006-2009 (E/ICEF/2008/18), its companion document on the revised annexes to the MTSP (E/ICEF/2008/19) and the background note on the extension of the MTSP 2006-2009 until the end of 2011 (E/ICEF/2008/25), and commends the extensive consultations, performance analysis and evaluation work on which the review was based;

2. *Endorses* the general conclusions of the review, including the adjustments envisaged for the remaining period of the current MTSP and the implications identified for the preparation of the next plan;

3. *Recognizes* the benefits of extending the period of the current MTSP in order to:

(a) align it with the strategic planning cycles of the United Nations Development Programme and the United Nations Population Fund; and enable the implementation of paragraph 97 of GA resolution 62/208;

(b) enable the secretariat to continue to instil a sense of urgency with regard to cooperation and partnerships for the Millennium Development Goals, the Millennium Declaration and other internationally agreed goals, rather than having to move immediately after the 2008 midterm review of the current MTSP to a further major planning exercise for a new medium-term strategic plan; and

(c) ensure that the subsequent UNICEF strategic planning cycle, covering the period from 2012 to 2015, will be aligned with the target date for the Millennium Development Goals;

4. *Welcomes* UNICEF's commitment to continuously improve the MTSP specific integrated monitoring framework and *calls on* UNICEF to develop indicators that are measurable, achievable, results-oriented and time-bound for both focus areas and cross-cutting strategies and that are underpinned by verifiable data, to be added to the monitoring framework;

5. *Decides* to extend the period of the current MTSP by two years, until the end of 2011;

6. *Requests* UNICEF to ensure that any implication at the field level of the extension of the MTSP and of its adjustments are implemented in a coordinated manner with the relevant authorities of each country, and are consistent with the current country programme documents and the current United Nations Development Assistance Frameworks adopted in the respective countries;

7. *Requests* the Executive Director to include in the annual report at the annual session in 2010 an account of performance and results of the MTSP to date and *looks forward* to a discussion on the end-of-cycle review of the extended MTSP at the first regular session of 2011.

Second regular session
18 September 2008

2008/15

Report on implementation of the "modified system for allocation of regular resources for programmes" approved by the Executive Board in 1997

The Executive Board

1. *Takes note* of the report on implementation of the "modified system for allocation of regular resources for programmes", as contained in document E/ICEF/2008/20, and endorses it;

2. *Reaffirms* its determination to continue to give highest priority to the needs of children in the low-income countries, in particular the Least Developed Countries and those in Sub-Saharan Africa in line with the relevant United Nations General Assembly resolutions;

3. *Recalls* its decision 1997/18 and *decides* to maintain the system for allocation of regular resources for programmes of cooperation as endorsed by the Executive Board in that decision, with the following modifications:

(a) Allocations of UNICEF regular resources for country programme cooperation, except for countries included in multi-country programmes, will continue until a country achieves "high income" status (based on World Bank

current data and definitions) and maintains such status for two consecutive years after achieving it;

(b) UNICEF will *increase* regular resource allocations from a minimum annual level of $600,000 established in decision 1997/18 to $750,000 for all programme countries, including those in the "upper middle-income" country category (based on World Bank current data and definitions), except in those countries otherwise included in the multi-country programmes;

4. *Requests* that a summary computation of regular resources planning levels be provided from 2009;

5. *Recalls* UNICEF's normative promotion and policy responsibilities related to the rights and welfare of the child and *stresses* that the purpose of this revised regular resource allocation is, inter alia, to enable, taking into account document E/ICEF/2008/20, a more strategic dialogue with programme countries on the nature of UNICEF's engagement with those countries in order to enhance the cooperation frameworks reflected in relevant country programme documents presented to the Executive Board for approval;

6. *Requests* that progress and developments in the implementation of the regular resource allocation system and its implications for UNICEF's cooperation with programme countries continue to be monitored and reviewed, and *looks forward* to a report on implementation thereof at its second regular session of 2012.

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2008/16
Draft country programme documents

The Executive Board

Approves the aggregate indicative budget for the following country programmes of cooperation:

Region/country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2008/*
Eastern and Southern Africa				
Angola	2009-2013	34 500 500	122 000 000	P/L.18
Burundi	2009	7 807 500	12 532 000	P/L.19
Kenya	2009-2013	41 269 500	163 750 000	P/L.20 and Corr.1
West and Central Africa				
Côte d'Ivoire	2009-2013	31 140 000	110 000 000	P/L.21
Mauritania	2009-2010	3 247 200	14 500 000	P/L.22
The Americas and the Caribbean				
Haiti	2009-2011	8 164 800	51 450 000	P/L.23
Venezuela (Bolivarian Republic of)	2009-2013	2 700 000	8 190 000	P/L.24 and Corr.1
CEE and CIS				
Bosnia and Herzegovina	2009	600 000	3 500 000	P/L.25

Region/country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2008/*
East Asia and the Pacific				
Timor-Leste	2009-2013	5 063 000	55 000 000	P/L.26
Middle East and North Africa				
Lebanon	2009	600 000	2 000 000	P/L.27 and Corr.1

Second regular session
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2008/17
UNICEF draft country programme documents

The Executive Board

1. *Having considered* the draft country programme documents presented to the Executive Board at its second regular session 2008;

2. *Acknowledges* that systems are in place within UNICEF to capture programme data, including data on activities, costs and results;

3. *Requests* the UNICEF Executive Director to ensure that country programme results and performance data consolidated over the programme duration are made available on the UNICEF website at the end of the country programme cycle;

4. *Recalling* its decisions 2002/4 and 2006/19 on the review of the country programme approval process, *urges* UNICEF to increase its efforts to present draft country programme documents for discussion at the annual session of the Executive Board and *requests* UNICEF to provide at the annual session a short explanation of the reasons for the deferment of draft country programme documents to the second regular session.

Second regular session
18 September 2008

2008/18
Recommendation for approval of additional regular resources for approved country programmes

The Executive Board

Approves a total of $98,064,270 in regular resources to fund the approved country programmes of the 24 countries (shown in the table to document E/ICEF/2008/P/L.28) for 2009, whose regular resources planning levels, based on the modified allocation system and estimated global levels of programmable regular resources, are higher than the levels originally approved by the Executive Board.

Additional regular resources (RR) 2009

(In United States dollars)

Region/country	*Document E/ICEF/*	*Approved programme duration*	*2009 Planning level*	*2009 RR Balance*	*Additional RR to be approved*
			(A)	*(B)*	*(A-B)*
West and Central Africa					
Chad	2005/P/L.32/Rev.1	2006-2010	9 587 000	0	9 587 000
Ghana	2005/P/L.4/Rev.1	2006-2010	7 176 000	1 885 095	5 290 906
Guinea	2006/P/L.9/Rev.1	2007-2011	6 426 000	5 359 000	1 067 000
Burkina Faso	2005/P/L.3/Rev.1	2006-2010	13 022 000	3 247 291	9 774 710
Subtotal by region					**25 719 616**
Eastern and Southern Africa					
Ethiopia	2006/P/L.2/Rev.1	2007-2011	40 053 000	39 644 000	409 000
Mozambique	2006/P/L.4/Rev.1	2007-2009	13 341 000	0	13 341 000
Uganda	2005/P/L.2/Rev.1	2006-2010	18 965 000	0	18 965 000
United Republic of Tanzania	2006/P/L.37/Rev.1	2007-2010	18 267 000	13 693 000	4 574 000
Zambia	2006/P/L.38/Rev.1	2007-2010	8 204 000	4 250 000	3 954 000
Subtotal by region					**7 999**
East Asia and Pacific					
Cambodia	2005/P/L.7/Rev.1	2006-2010	6 506 000	5 373 000	1 133 000
Democratic People's Republic of Korea	2006/P/L.56/Rev.1	2007-2009	1 692 000	511 073	1 180 927
Myanmar	2005/P/L.9/Rev.1	2006-2010	14 795 000	3 541 754	11 253 246
Philippines	2004/P/L.9/Rev.1	2005-2009	2 775 000	1 099 000	1 676 000
Subtotal by region					**15 243 173**
Central and Eastern Europe and Commonwealth of Independent States					
Armenia	2004/P/L.10/Rev.1	2005-2009	644 000	538 000	106 000
Azerbaijan	2004/P/L.11/Rev.1	2005-2009	995 000	473 000	522 000
Bulgaria	2005/P/L.15/Rev.1	2006-2009	600 000	571 000	29 000
Kazakhstan	2004/P/L.13/Rev.1	2005-2009	934 000	797 000	137 000
Romania	2004/P/L.15/Rev.1	2005-2009	623 000	611 000	12 000
Tajikistan	2004/P/L.17/Rev.1	2005-2009	2 107 000	111 000	1 996 000
Turkmenistan	2004/P/L.19/Rev.1	2005-2009	887 000	764 318	122 683
Uzbekistan	2004/P/L.20/Rev.1	2005-2009	2 990 000	0	2 990 000
Subtotal by region					**5 914 683**

Region/country	*Document E/ICEF/*	*Approved programme duration*	*2009 Planning level*	*2009 RR Balance*	*Additional RR to be approved*
Americas and the Caribbean					
Uruguay[1]	2004/P/L.6/Rev.1	2005-2009	500 000	0	500 000
Subtotal by region					**500 000**
Middle East and North Africa					
Iran, Islamic Republic of	2004/P/L.21/Rev.1	2005-2009	1 557 000	1 406 986	150 014
Subtotal by region					**150 014**
South Asia					
Bangladesh	2005/P/L.12/Rev.1	2006-2010	20 824 000	11 530 216	9 293 784
Subtotal by region					**9 293 784**
Total					**98 064 270**

[1] As part of the proposal for the Southern Cone countries: Argentina, Chile and Uruguay.

Second regular session
18 September 2008

2008/19
UNICEF Innocenti Research Centre: Progress report on the 2006-2008 programme of work and proposal for a one-year extension

The Executive Board,

Recalling its decision 2005/14, authorizing the extension of the programme of the UNICEF Innocenti Research Centre for three years (2006-2008),

Further recalling its decision 2008/2, approving the UNICEF biennial support budget for 2008-2009 and enhancing support to the research function in UNICEF,

Having welcomed and reviewed the progress report on the UNICEF Innocenti Research Centre and the proposed focus of its activities for 2009 (E/ICEF/2008/23),

1. *Reiterates* that the Innocenti Research Centre remains a vital and central part of UNICEF's research function and *welcomes* the framework for further work for 2009, as contained in E/ICEF/2008/23;

2. *Authorizes* the extension of the Centre's programme until the end of 2009 to ensure its alignment with the UNICEF strategic planning process, with the programme of work for the Office of Research 2010-2011, which will include the activities of the Centre, and with the UNICEF biennial support budget for 2010-2011;

3. *Further authorizes* an increase in the other resources ceiling of $7 million, for a total other resources ceiling of $24 million for the period 2006-2009;

4. *Invites* all donors to contribute to the Centre's programme activities in order to meet the full cost of expenditures foreseen for the implementation of its programme for 2009;

5. *Requests* the Executive Director of UNICEF to inform the Executive Board, through informal consultations in the first half of 2009, on the future direction, focus and details of the organizational arrangements for the research function, in view of the discussions on this function for the preparation of the biennial support budget 2010-2011.

Second regular session
18 September 2008

2008/20
Medium-term strategic plan: planned financial estimates for the period 2008-2011

The Executive Board

1. *Takes note* of the planned financial estimates (E/ICEF/2008/AB/L.5) as a flexible framework for supporting UNICEF programmes;

2. *Approves* the framework of planned financial estimates for 2008-2011 and *approves* the preparation of programme expenditure submissions to the Executive Board of up to $915 million from Regular Resources in 2009, subject to the availability of resources and the continued validity of these planned financial estimates;

3. *Approves* the annual transfer of $30 million to the reserve for after-service health insurance for the period 2010-2011.

Second regular session
18 September 2008

2008/21
Additional United Nations-mandated security measures for UNICEF personnel and premises

The Executive Board

1. *Takes note* of the additional funding requirements of UNICEF for security activities described in this document and presented in the annex to the present report, amounting to $21.4 million;

2. *Approves* the net amount of $21.4 million as an additional requirement from regular resources to cover security measures mandated by the United Nations;

3. *Authorizes* the UNICEF Executive Director on an exceptional basis, during 2008-2009, to access up to an additional 20 per cent ($4.3 million) of the $21.4 million proposed net regular resources earmarked for security measures, mandated by the United Nations. UNICEF will limit the use of those funds to new and emerging security mandates, as defined in the United Nations Department of Safety and Security directives, and will report to the Executive Board on the use of those funds in its annual report of the Executive Director on progress and achievements against the medium-term strategic plan.

Second regular session
18 September 2008

2008/22
Report on the evaluation function and major evaluations in UNICEF

The Executive Board

1. *Recalls* that the mandate of the evaluation function is to evaluate the effectiveness and efficiency of UNICEF programmes and results;

2. *Takes note* of the report on the evaluation function and major evaluations in UNICEF (E/ICEF/2008/21);

3. *Emphasizes* the importance of the independence and impartiality of the evaluation function within the United Nations system;

4. *Notes* the steps taken and planned by UNICEF to strengthen evaluation at all levels of the organization;

5. *Notes* with concern that a key recurrent finding of the internal audit report is UNICEF's weakness in the prioritization of evaluation and research activities at field level, and in this regard *requests* UNICEF to report back to the Executive Board, in its review of the "Evaluation Policy" at the second regular session in 2009, on measures taken to address this finding as well as on additional steps to further improve the evaluation function;

6. *Recalling its decision* 2008/4, *urges* the Evaluation Office of UNICEF to submit to the Executive Board a biennial workplan for information at its second regular session in 2009, while bearing in mind the importance of clear linkages between its programme of work and UNICEF's strategic frameworks;

7. *Reiterates* the request of the Executive Board (2008/4) to the Executive Director to ensure the preparation and availability of management responses for all evaluation reports;

8. *Emphasizes* that programme countries should have greater ownership and leadership in the evaluation of all forms of assistance, *underlines* the importance of increasing the participation of national counterparts and strengthening national capacity in the evaluation and follow-up of UNICEF country programmes, and *encourages* UNICEF to use national evaluation systems, where available, to continue to incorporate capacity-building mechanisms into programme design and implementation and to ensure that evaluations are responsive to national demand;

9. *Notes* the endorsement in 2005 of the norms and standards for evaluation by the United Nations system through the United Nations Evaluation Group, constituting a contribution to strengthening evaluation as a United Nations system function.

Second regular session
18 September 2008

2008/23
Internal audit: UNICEF

The Executive Board

1. *Takes note of* the UNICEF report on internal audit activities in 2007 (E/ICEF/2008/AB/L.7);

2. *Congratulates* UNICEF on the result of the independent quality assurance review that confirmed a high compliance of the UNICEF Office of Internal Audits with international internal auditing standards and practices;

3. *Welcomes* the further refinement of the UNICEF risk-based audit planning methodology in the internal audit reports *and notes with appreciation* the intention to adopt an organization-wide risk management framework and *requests* UNICEF to report on its preparation in the annual report of internal audit 2009;

4. *Also welcomes* the efforts to harmonize and standardize audit and management ratings with the United Nations Development Programme, the United Nations Population Fund, the World Food Programme and the United Nations Office for Project Services, in accordance with Executive Board decision 2006/18;

5. *Requests* UNICEF to closely consult with the Executive Board in the preparation of the accountability framework foreseen for the first regular session 2009, including through presenting a draft of the report prior to the session;

6. *Expresses concern* about the high percentage of unsatisfactory ratings by audited field offices, especially in the areas of programme management, cash assistance and supply assistance which indicate structural weaknesses, and *calls upon* the UNICEF management to immediately address these issues by following up closely with country offices that have unsatisfactory ratings and by implementing measures to strengthen the performance of all country offices in these areas, and *requests* UNICEF to report in summary to the Executive Board at its second regular session 2009 on the measures taken and progress made in this field, as part of the annual report on internal audit activities;

7. *Notes* that within UNICEF mechanisms are in place to track the status of the implementation of audit recommendations and *commends* UNICEF for the high implementation rate of audit recommendations;

8. *Commends* UNICEF for its recent anti-fraud measures and *notes that* these measures have led to increased reporting of alleged misconduct and abuse of authority by staff members, and *requests* UNICEF to report in summary to the Executive Board at its second regular session 2009 on the outcomes of the investigations, as part of the annual report on internal audit activities;

9. *Requests* the UNICEF management to report on progress made and lessons learned in implementing the harmonized approach to cash transfers, including in connection with the development of procedures and reporting mechanisms, in conjunction with the annual report on internal audit at the second regular session in 2009;

10. *Calls upon* UNICEF to present its management response to the annual report of internal audit as an official document for consideration by the Executive Board.

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